Representative Group Leader Team

Presentation to the LANL Senior Executive Team

February 7, 2003

AGENDA

- Introductions and acknowledgments
- Overview of charter and themes
- Definition of position scope, roles and responsibilities
- Actionable recommendations
- Critical ongoing areas to be addressed
- Summary of recommendations
- Decision

WHAT WAS THE CHARGE TO THE GROUP LEADERS?

- **What we heard included two primary mandates**
  - **Define the scope of the roles and responsibilities of GLs**
  - **Identify the issues that get in the way of GLs being successful, and provide actionable short-term and long-range recommendations to overcoming those barriers**
- **Major component themes were developed**
  - **Preparedness and effectiveness**
  - **Authority and flexibility**
  - **Chain of Command**
  - **Policies, procedures and processes**
  - **LANL Service Center**
  - **Group Leader Advisory Committee**
  - **Complex, long-term issues**

As we worked to answer these mandates, we envisioned characteristics of an environment that any of us would want to work in:

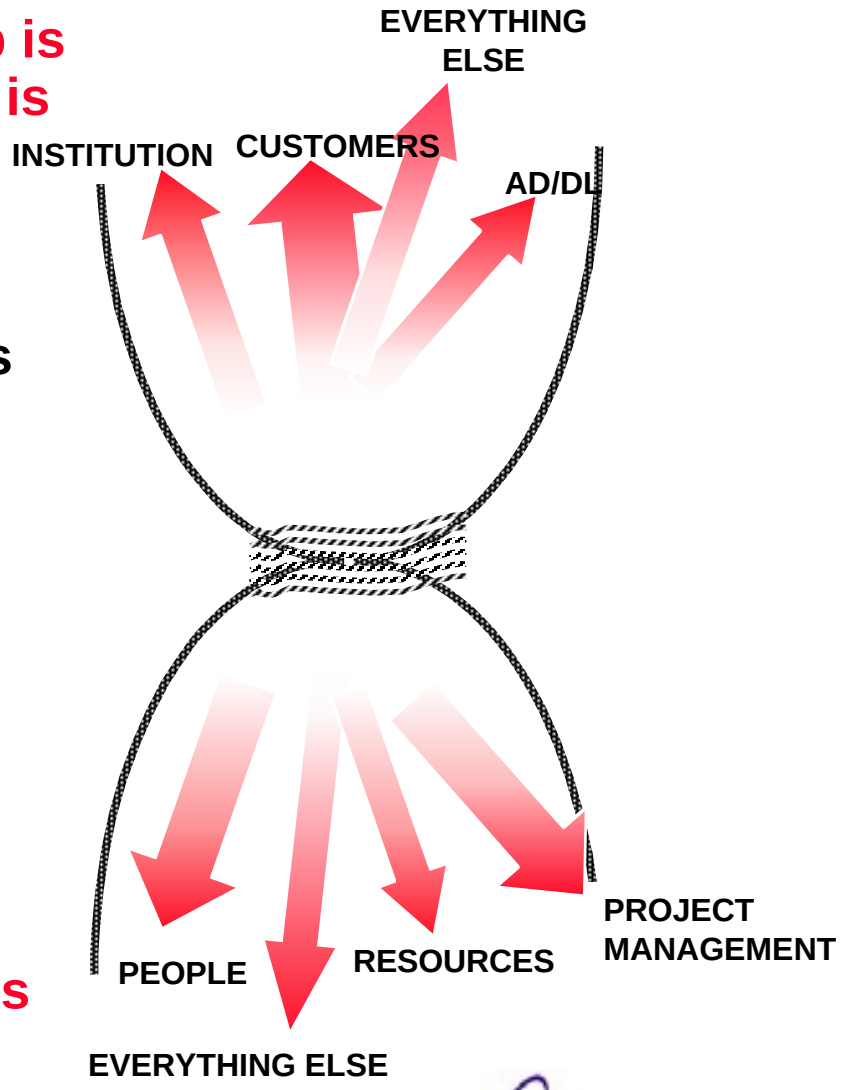
- Has a culture of integrity and ethics
- Ingrains safety and security
- Aligns responsibility, authority and accountability
- Commits to quality and continuous improvement in all operations
- Acts on input from all levels of the organization
- Is seamless
- Has understandable and usable policies and procedures
- Implements disciplined administrative systems and processes
- Develops partnerships between technical and support organization

GROUP LEADER ROLES & RESPONSIBILITIES

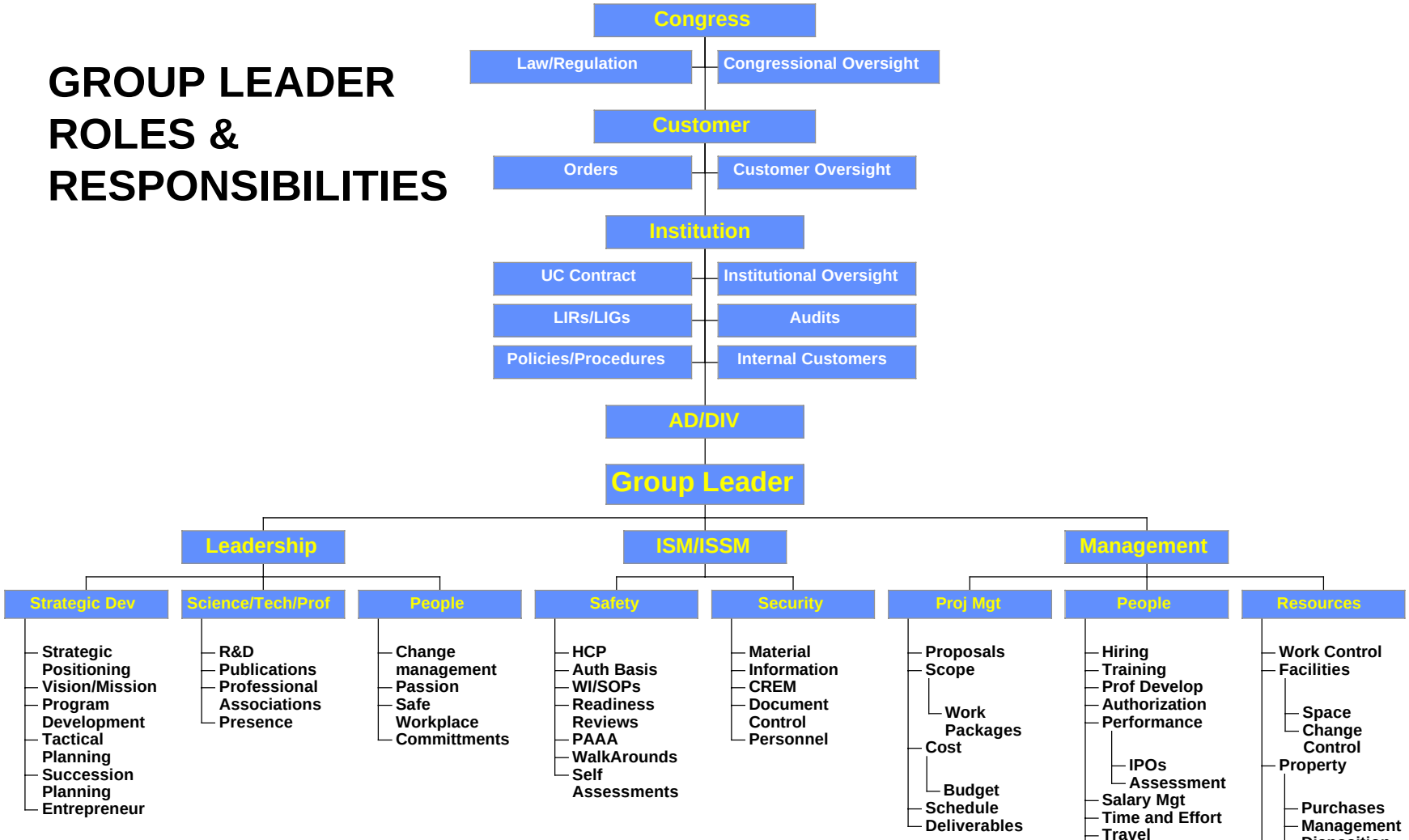
Deborah Bennett
NMT-11

GROUP LEADER ROLES & RESPONSIBILITIES –
The Pinch Point

- **The scope of the Group Leader job is fundamentally correct, yet the load is often overwhelming**
- **While many commonalities exist, group missions, functions and structures are VERY diverse across the Laboratory**
- **That richness of diversity is a cornerstone to our scientific excellence!**
- **To succeed with scope, load, and diversity of work, Group Leaders need authority and flexibility to make effective decisions, then accountability for those decisions is justified**



GROUP LEADER ROLES & RESPONSIBILITIES



GL jobs, because of function and mission diversity, constantly move across this continuum of management, but we want to focus on items of importance at any given time

GROUP LEADER
PREPAREDNESS AND EFFECTIVENESS

Audrey Archuleta
LANSCE-4

GROUP LEADER PREPAREDNESS & EFFECTIVENESS –
Issues and Problems

Issue

- **Group Leaders need**
  - **Clear, realistic expectations that provide an institutional framework *together* with those specific for their division, and**
  - **appropriate, timely and continuous training and development together with tools to help meet those expectations**

Problems

- **Group Leader roles and responsibilities are inconsistently defined**
- **Group Leaders**
  - **may not understand how much time various roles take,**
  - **often have no uniform understanding of their Division Leaders' guiding principles, and**
  - **are not always adequately prepared for certain aspects of the job**
- **This impacts GL quality, morale, turnover, and burnout**
- **Current Required Management Training is "one size fits all" and does not reflect actual GL needs**

GROUP LEADER PREPAREDNESS & EFFECTIVENESS –
Recommendations

- **The SET endorses a definition of Group Leader roles and responsibilities that:**
  - **ensures consistent application of group leader roles across the Laboratory (the common framework)**
  - **is flexible across the management continuum**
- **Group leaders are provided with the information and tools *and* hold us accountable**
- **Division Leaders establish and communicate guiding principles and expectations for their GLs that recognize this continuum**

GROUP LEADER PREPAREDNESS & EFFECTIVENESS –
Recommendations

- **Re-build Group Leader training (current Required Management Training) based on professional needs analyses.**
- **Develop a spectrum of development methods to prepare and support Group Leaders, including:**
  - **pre-position preparation [a piece of succession planning]**
  - **"boot camp" within the first three months or just prior [essentials of group management at LANL, common information, common systems, etc.]**
  - **ongoing development to sustain and ensure Group Leader excellence [Leadership/Management Centers, options to allow a "tailored" program based on need]**

GROUP LEADER PREPAREDNESS & EFFECTIVENESS – Recommendations

Recommendations for further research and evaluation

- **Explore ways to support Division Leaders in more formal mentoring of their Group Leaders**
- **Foster customer focus throughout the Laboratory**
- **Evaluate the possible effects of a non-management technical career track**

GROUP LEADER PREPAREDNESS & EFFECTIVENESS –
Indicators of Success & Timeline

Indicators of success

- **GLs are more prepared and effective**
- **Training content reflects GL needs and input**
- **GL's "come up to speed" on business processes more quickly and effectively**

Timeline

- **SET-endorsed GL roles and responsibilities adopted within two weeks**
- **Within four months have alternative GL "boot camp" vs. RMT**
- **DL mentoring program established within three months**

GROUP LEADER AUTHORITY AND FLEXIBILITY

Audrey Archuleta
LANSCE-4

GROUP AUTHORITY AND FLEXIBILITY –
Issue and Problems

Issue

- **Group Leaders need authority and flexibility to structure their staffing and cost recovery in a way that best supports the group's goals and mission**

Problems

- **GLs spend too much or too little time on certain areas of the management continuum**
- **Current systems result in GL and staff creating time consuming work-arounds that push the legal and accountability envelope**
- **Group decision-making gets held up due to the current "one size fits all" system. (e.g. hiring, supporting program work, etc.)**
- **Cost vs. benefit considerations of group organization done at the wrong level or not at all**

GROUP AUTHORITY AND FLEXIBILITY –
Recommendations

- **Remove institutional barriers to provide a suite of support staffing solutions to meet group goals and mission**
  - **Allow group level administrative Chief of Staff or Senior Staff Specialist positions**
  - **Allow multiple administrative support at the same level within a group**
  - **Establish "advertiseable" Administrative Deputy Group Leader position**
  - **Allow core support functions to structure to meet internal customer needs**

GROUP AUTHORITY AND FLEXIBILITY –
Recommendations

- **Establish a flexible overhead rate structure that allows Division Leaders and Group Leaders to meet their goals and mission**
  - **Allow different overhead rates for groups**
  - **Provide Group Leaders timely opportunities to negotiate overhead with Division Leaders to meet group's business needs.**
  - **Investigate the tax structure for further options**
  - **Allow groups to manage their overall budgets, including overhead**
- **Make organizational development support available to interested Group Leaders**

GROUP AUTHORITY AND FLEXIBILITY –
Recommendations

Recommendations for further research and evaluation

- **Reassess the management and leadership roles of Team Leaders**
- **Reassess group ownership of certain job titles vs. shadow organizations**
- **Revisit the “secretarial pool” as an effective staffing bridge**
- **Assess effectiveness of deployed support teams for potential further applications**

GROUP AUTHORITY AND FLEXIBILITY –
Indicators of Success & Timelines

Indicators of Success

- **Understanding and balance of costs and benefits of staffing solutions exists**
- **Morale indicators**
- **Survey Group Leaders to see if time has been freed up to spend on other aspects of the management continuum**

Timeline

- **Remove staffing barriers – immediately**
- **Flexible rate structure – three months**
- **Organizational development support – immediately**
- **Begin research into other options – immediately**

CHAIN OF COMMAND

Larry Hersman

B-2

CHAIN OF COMMAND – Issues & Problems

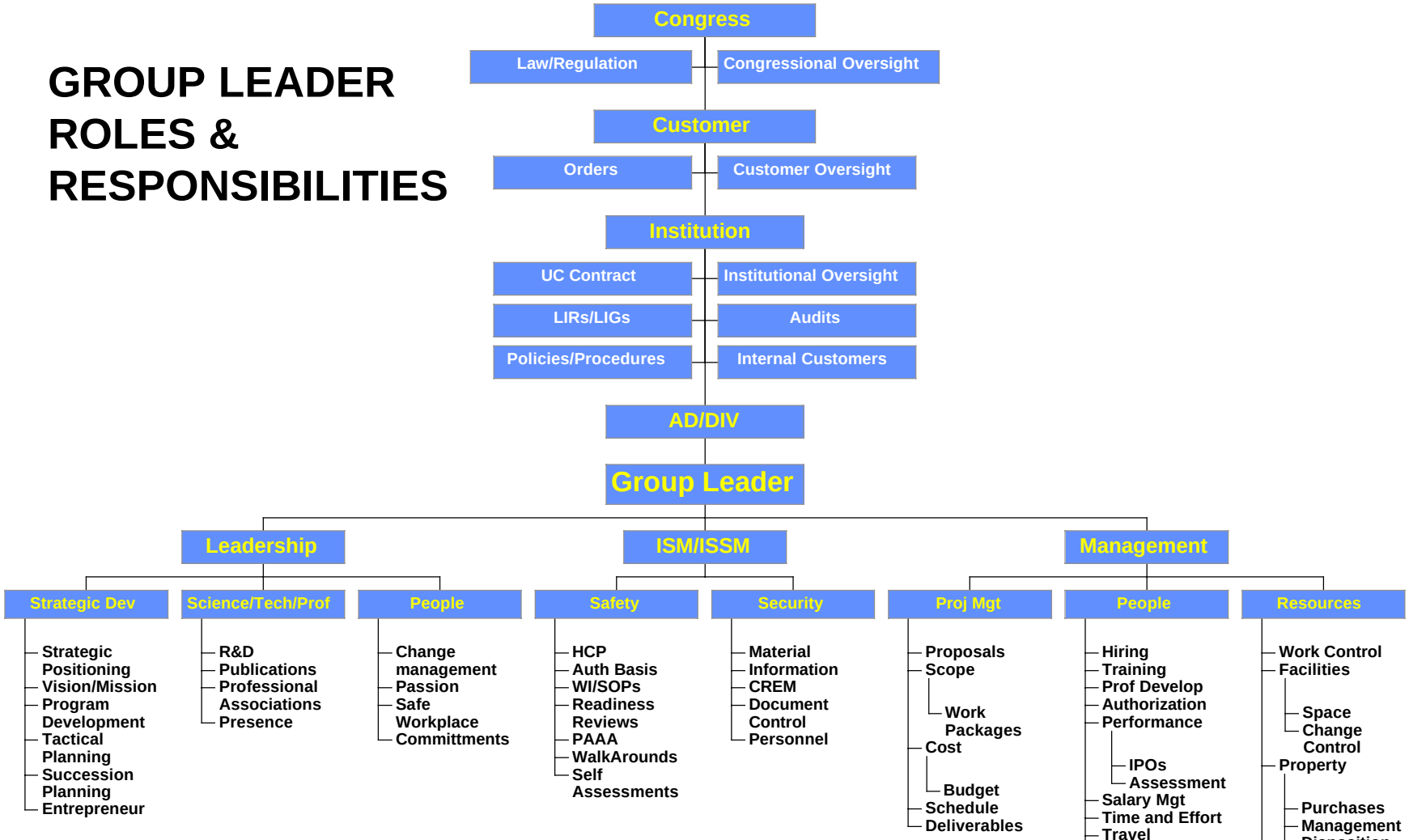
Issue

- **Non–adherence to the chain of command exacerbates our "interrupt and react" crisis culture**

Problems

- **Tasks come directly to Group Leaders from all over the Laboratory**
- **Requests are not prioritized, reasoning is unclear, and come without negotiable deadlines**
- **Group Leaders are forced to be reactive, diverting them from other areas of the management continuum**
- **Group Leaders are handed poorly conceived tasks resulting in wasted time, confusion, and sometimes there is little follow up, thus no value added**

GROUP LEADER ROLES & RESPONSIBILITIES



GL jobs, because of function and mission diversity, constantly move across this continuum of management, but we want to focus on items of importance at any given time

And this is how it feels!!!!

CHAIN OF COMMAND – Issues & Problems

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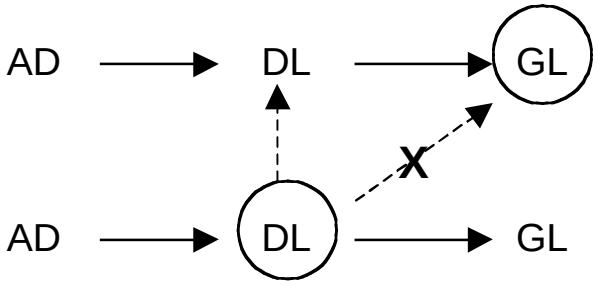
CHAIN OF COMMAND – Recommendations

- **Tasking must pass through the chain of command, at the appropriate level, (AD → DL → GL → staff) with appropriate authorization**



(The same is true for tasking by program management.)

- **Divisions will filter, negotiate, and prioritize before passing on to the GL**
- **Communicate this change to management at all levels and educate all parties to adhere to the chain of command – this will require a change in culture**

CHAIN OF COMMAND – Indicators of Success & Timeline

Indicators of Success

- **Group Leader survey indicates**
  - **Laboratory tasks come through the chain of command**
  - **negotiation of the work load and deadlines is happening**
  - **they are functioning more effectively**
  - **they are engaged in proactive management**

Timeline – immediate

POLICIES, PROCEDURES AND PROCESSES

Harry Dewey
C-ADI

POLICIES, PROCEDURES, & PROCESSES –
Issues and Problems

Issue

- **Current policies, processes, and procedures have a 60-year-history and need to be reviewed, "weeded," streamlined, made understandable and usable, and managed with an institutional change control system**

Problems

- **Time-consuming for GL's (or their new admin staff) hunting for applicable and current policy**
- **GL's develop "workarounds" to fill the gap for missing or outdated policy**
- **Currently definition of "policy" includes AM, LIRs, LPRs, Notices, memos . . . where do we start?**
- **Source of requirements and regulations unclear**
- **There is no uniform understanding or interpretation of policy**
- **Policies and procedures come down with no involvement from those who have to implement them**

POLICIES, PROCEDURES, & PROCESSES –
Recommendations

- Create a policy office that reports to the SET that will …
- Combine and utilize existing resources
- Conduct complete review of current policies with implementers and SMEs
  - Remove obsolete policies
  - Define differences between requirements, policy, and recommended practices
  - Clarify the source and ownership of requirements
- Manage current and new policies
  - Review new policies before implementation
  - Implement a change control mechanism and institutional push-back where applicable
  - Consolidate and centralize the system
- Interface policy with ERP and business systems design
- Administrative Manual should only include institutional policy

POLICIES, PROCEDURES, & PROCESSES –
Indicators of Success

Indicators of Success

- **Group Leader survey indicates**
  - **“Policy hunting” is less time-consuming**
  - **Policies more understandable and usable**
  - **Other areas of the management continuum are getting more attention**
- **Time saved at staff level on specific tasks (TBD)**

LANL SERVICE CENTER

Geoff Reeves
NIS-1

LANL SERVICE CENTER – Issue & Problems

Issue

- **It is often difficult, time-consuming, or even impossible to get administrative "how to" questions answered**

Problems

- **It is not always obvious what organization has responsibility**
- **Many solutions to problems require coordination among different organizations**
- **There is too much hand-off or "it's not my responsibility" responses**
- **Excessive staff time is needed to track down answers**
- **There is a lot of redundant work (each group or individual reinvents the solutions)**
- **Groups develop individual solutions and work-arounds, which can lead to vulnerabilities**

LANL SERVICE CENTER – Recommendations

- **Implement a LANL Service Center to address the current mess**
  - **Phone reps will take calls and**
    1. **provide the answer OR**
    2. **refer you to the appropriate place for answers OR**
    3. **assign a case manager to research the problem**
    - **Follow up to make sure the problem got fixed/answered**
    - **Flow information back to systems and management**
  - **Knowledge Management (e.g. "Right Now") that will manage FAQ and continuously improve answers & solutions**
    Will also 'take the pulse' of the Laboratory
  - **Case Management (e.g. "Remedy") that tracks responses, analyzes statistics, and develops consistent scripted responses**

LANL SERVICE CENTER – Indicators of Success & Timeline

Recommendations, continued…

- **Information services available to all Laboratory staff**
- **Action services available to authorized line management**
- **Interfaces with service functions in owning organizations (such as BUS, HR, FWO, etc.)**

Recommendations for further research and evaluation

- **Develop a network of service centers with a shared knowledge base**
- **Determine whether the central service center should evolve or dissolve**

Indicators of Success

- **Standard service center measures of performance**

Timeline

- **Staffing the Center, training, and logistics will take about 3 months**

GROUP LEADER ADVISORY COUNCIL

Geoff Reeves
NIS-1

GROUP LEADER ADVISORY COUNCIL –
Issue & Problems

Issue

- **Many valuable issues, concerns and potential recommendations were identified in this process, but we**
  - **did not have specific actionable recommendations,**
  - **did not have consensus on recommendations, or**
  - **issues were too complex or far-reaching to address in the time available**
- **Issues such as T&E, PMS, Worker Authorization, Facilities… are important and WILL have a negative impact on the Laboratory if not addressed**

Problems

- **Our recommendations are not complete without addressing these**
- **More work is needed on these issues**
- **No existing mechanism for addressing these**
- **Expectations exist that these issue will be addressed**

GROUP LEADER ADVISORY COUNCIL –
Recommendations

- **Establish a Group Leader Advisory Council to advise the institution on actions that address additional concerns. The Council will**
  - **Examine each issue identified to date and collect others**
  - **Determine which issues can have clear actionable solutions**
  - **Prioritize with the most immediate impact on operations**
  - **Research ramifications so actions do no harm**
  - **Determine ownership of solutions/implementation**
  - **Recommend actions and options**
  - **Prepare reports that update and close out work**

- **The Council will report to, forward issues to, and be tasked by the SET**
- **The Council will have the authority to acquire information from subject matter experts and to delegate work to organizations through the chain of command**
- **The Council will have the authority to establish subcommittees to research and develop actions**
- **The Council will take input from all levels**

GROUP LEADER ADVISORY COUNCIL –
Indicators of Success & Timeline

Indicators of Success

- **Council has a formal charter**
- **The Council operates using an established decision process**
- **The Council develops actionable recommendations, a reasonable fraction of which are effectively implemented**
- **Group Leaders get an institutional perspective that could be of value for career development**

Timeline

- **Immediately, to assure continued ownership of issues and maintain momentum**

ADDITIONAL THEMES IDENTIFIED

Larry Hersman

B-2

SOME ADDITIONAL THEMES IDENTIFIED

Financial

- **Time and Effort**
  - **Identified as a major problem/time sink for Group Leaders**
  - **Structure is perceived as being fraudulent; forces Group Leaders to compromise credibility**
- **Covering technical staff**
  - **Non-funded staff can charge to overhead only if performing non-technical work**
  - **Temporary assignment of costs to another code is necessary when codes open and closed unpredictably**
  - **Assignment of unfunded staff to overhead for a time that is longer than appropriate**
  - **LANL has no legal safety net to deal with these issues**
- **Program Development**
  - **Strategic investment within Laboratory, independent of LDRD that allows work to be done as an investment for potential growth**
  - **LDRD and IPD funding not immediate and too inflexible to meet this particular need**

SOME ADDITIONAL THEMES IDENTIFIED

Performance Management

- **The time investment by the Group Leader exceeds most other tasks during review period**
- **Relative to the time invested, the system creates expectations that cannot be met and frustrations for management and employees**

Work Control & Authorization

- **One of the highest potential vulnerabilities faced by the Laboratory is work control and authorization, especially in terms of worker safety and Price Anderson**
- **Inconsistent management processes lead to interpretations in implementation and the potential for increasing risks to the worker and the safety responsible line manager**
- **No integration between tools for HCPs and training and no common tool for documenting worker authorization**
- **Some training is of questionable value, contributing to lapses when staff questions its worth**

SOME ADDITIONAL THEMES IDENTIFIED

Facilities

- **Group's priorities do not match FWO's longer list of priorities**
- **Low priority items may never get fixed**
- **Problems that do not get fixed can lead to bigger problems, higher costs and/or institutional vulnerabilities**

ERP

- **Engage users at all levels in the ERP process**
- **Processes need to be fixed before ERP institutionalizes them**
- **ERP is being used as an excuse for pushing more burden on GLs**

And many more . . .

And many more!

- analyses of solution impact, cost-benefit, what if, full end of implications
- Streamline/reengineer policies and procedures prior to propagating insanity of existing policies onto new enterprise system.
- graded approach to policy implementation
- direct deposit for small purchase & travel
- centralized system for processes, easy to find
- implement lessons-learned strategy to business operations
- utilize best business practices for project management
- Rigor in decision making – cost/benefit and what-if analysis before rolling out “solutions”
- best practices cross pollination
- credible, simple performance management process , consistent, tailored
- property management
- absence of technical career ladders
- More effective money management through lifecycle of projects (tax structure, future investment, predictable cost system)
- standardize mgt process with graded implmentation
- track follow thru for nested safety recommendation to senior mgt
- Clear articulation of expectations from DL & ongoing mentoring
- Predictable senior leadership--lack of decision-making models
- managing to the exception rather than the rule--Something other than the lowest common denominator approach
- input from affected parties
- complaint resolution, exit strategy, poor performers
- engage users in EP
- workaround to bridge funding gaps at fiscal year end
- Create a funding source for strategic investment in Lab organizations independent of LDRD
- reassess training structure and methods and reqts
- dual hatting of program and line
- catch 22 we require managers to be dishonest (T&E)
- Coherent guidelines with specified black and white expectations
- flexibility to structure group as necessary to meet actual work needs
- alignment of GL authority with other lab positions
- recognize that GL is also SME--get input on technical requirements
- define absolutes in terms of policies and guidelines (articulation of priorities)
- develop support resource pool
- GL training needs to be group specific (OJT) and Division as appropriate
- need additional HR/BUS staff
- Increase OD support
- Uniform support (BUS,HR, FAC, etc)
- integrated tools, eg training, req reading, HCPs
- information systems should implement policy
- Establishment of an incentive and compensation system that reflects the culture we’re trying to build
- rapid T&E entry approval
- checklists and guidance cards for human resources, safety, security and business activities

SUMMARY OF RECOMMENDATIONS

Rebecca Phillips

SUMMARY OF RECOMMENDATIONS

1. **Endorse the roles and responsibilities of the Group Leader**
2. **Implement a suite of training and development options based on group leader needs**
3. **Give group leaders the authority and flexibility to structure their staffing and cost recovery in a way that best supports the group's goals and mission**
4. **Enforce the chain of command**
5. **Create a policy office that reports to the SET**
6. **Develop a centralized problem-solving resource**
7. **Establish a Group Leader problem-solving action council**

CHANGE MANAGEMENT PLAN

Working through the designated Internal Alignment Coordination Team:

- **Working with appropriate elements in the Laboratory structure (QIO, HR, etc) socialize the changes**
- **In the LIM, formally brief the recommendations and SET actions**
- **In an All Managers Meeting, formally brief Laboratory management about the recommendations and SET actions**
- **E-mail the complete set of recommendations and SET actions back to Division Leaders and Group Leaders**

BACKUP MATERIAL

THUMBNAIL IMPLEMENTATION -- roles and responsibilities

- **Endorse the roles and responsibilities of the Group Leader**
  - **Develop a complete description of GL R&R based on the chart we presented (Us/HR/GLAC)**
  - **Communicate group leader R & R continuum with other GL's and with division leaders (Director)**
  - **Document the R&R through policy (HR/Policy Office)**

THUMBNAIL IMPLEMENTATION–
preparedness & effectiveness

- **Implement a suite of training and development options based on group leader needs**
  - **Perform/update group leader needs assessment (Leadership Center within 30 days)**
  - **Develop a suite of training and development options (Leadership Center with appropriate training functions)**
  - **Employ new training suite, including additional, hard-hitting development for existing management**
  - **Report monthly to SET on progress to date**

THUMBNAIL IMPLEMENTATION-- authority and flexibility

- **Give group leaders the authority and flexibility to structure their staffing and cost recovery in a way that best supports the group's goals and mission**
  - **Investigate the legal, HR, and other ramifications in 5 working days (HR-DO)**
  - **Define suite of options for staffing and USE (HR-DO in 10 working days)**
  - **Collaborate on options for organizational authorities and staff (Group Leaders and HR)**
  - **Assess suite of cost recovery options and define for use immediately (BUS-DO)**
  - **Institute input methods and communication to SET**
  - **Report monthly to SET on progress to date**

THUMBNAIL IMPLEMENTATION– policy, procedures & processes

- SET establishes an integrated Policy Office
  - Identify Laboratory resources currently working on policies, procedures and processes (each Directorate self-identifies within 10 days)
  - Create the Policy Office from the existing resources (SET within 15 days)
  - Charter the Policy Office with mission and function, roles and responsibilities (Policy Office with SET concurrence)
  - Initiate work in full co-operation with rest of the Laboratory (Policy Office)
  - Establish formal link with ERP and business system elements of the Director's Improvement Initiative Program (Policy Office)
  - Report monthly to SET and GLAC on progress to date

THUMBNAIL IMPLEMENTATION– chain of command

- **Enforce the chain of command**
  - **Director sends the message**

THUMBNAIL IMPLEMENTATION– LANL service center

- Develop a centralized problem-solving resource
  - Identify staffing and resource needs and where resource should be located
  - Network with existing service center entities with the Laboratory
  - Develop a project plan that includes:
    - Data base population and software
    - Service center representative hiring and training
    - Start-up
  - Develop a transition plan to evolve the resource into an e-knowledge management resource
  - Startup the service center within 45 working days
  - Report monthly to SET on progress to date

THUMBNAIL IMPLEMENTATION– GL Advisory Council

- **Establish an institutional level problem-solving action council**
  - **Create the GLAC (SET within 5 days)**
  - **Charter the GLAC with mission and function, roles and responsibilities (GLAC with SET concurrence)**
  - **Designate a GLAC representative to the SET**
  - **Provide the resources and establish the level needed to empower the GLAC to assign work and make recommendations**
  - **Initiate work on identified issues (GLAC)**
  - **Report monthly to SET on progress to date**